

DD/A Registry

File Training-4

10 OCT 1975

MEMORANDUM FOR: Associate Deputy Director
for Administration

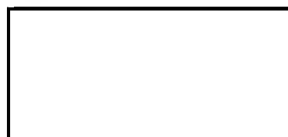
REFERENCE : Your memo to D/Pers dtd 15 Jan 75;
subject: Language Development Committee
and Training Selection Board

John:

By your memorandum of 15 January 1975, you asked that the Office of Personnel representative on the Language Development Committee and the Training Selection Board keep you informed of matters of interest to the DDA. It is within the context of that requirement that I am sending you this note.

At a recent Training Selection Board meeting, Rod brought up the matter of critiques prepared by our Congressional Fellows. Some samples are attached. Needless to say, we are all upset at the personal remarks contained in these critiques about the Congressman. Worse yet was the revelation that these critiques with critical remarks and even damaging personal observations were sent outside the Agency to the American Political Science Association and the Civil Service Commission.

After discussion the Committee agreed that the Fellows should refrain from including such personal observations in their critiques. In addition, these reports would first be reviewed by the Director of Training before they are released outside the Agency.



Acting Director of Personnel

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Memorandum To: Dr. Thomas Mann, American Political Science Association
Dr. Thomas Garcia, Civil Service Commission
Director Of Training, Central Intelligence Agency ←

Subject: Summary and Critique of House Assignment- Rep. Charles A. Mosher (R-Ohio)
January-April 1972

From: Central Intelligence Agency

1. Profile Of Member

Mr. Mosher, formerly publisher and editor of the Oberlin News-Tribune, was elected to the U.S. House of Representatives in 1960. He is currently the Ranking Minority on the Science and Astronautics Committee and the Senior Republican on the Merchant Marine and Fisheries Committee. He is very liberal in political thought (ADA=82, Ripon=100), and an active member of the Wednesday Group. He is considered by the White House as a "renegade Republican". Although not a political activist in the physical sense, he votes his liberal philosophy regardless of Party desires and peer group criticism.

Mr. Mosher's legislative activity is minimal. Although a co-sponsor of numerous House Bills, to my knowledge, he has yet to initiate a "Mosher" bill. He spends little time on the House floor, it being limited to representing his Committee bills and maintaining an approximate 90% attendance for quorum and roll call votes.

Although he maintains a relatively low profile in Congress, Mr. Mosher is considered by his colleagues to be one of the most intelligent and respected Members of Congress. "If Charlie votes in favor of an issue, there must be something to it."

The expenditure of approximately 80% of his time on constituency matters probably accounts for his survival in a conservative district. His rationale on issues is sometimes very complex and intellectual. This presents problems, at times, in explaining his stand to his blue collar constituency. His travel to the district is minimal. He relies quite heavily on his district office to represent his image.

As an individual, Mr. Mosher is one of the most personable, congenial and compassionate men I have met. His door is open and his time is available to most anyone. He is seriously bothered by the Vietnam war and the recent backlash to the civil rights movement.

2. Profile Of Office

The office with the exception of the male L.A. is staffed with middle-aged women of long association with Mr. Mosher. None of the office staff are from Ohio, which I thought was unusual. They are exceptionally busy with constituency matters and non-business interactions during the day were few. The A.A., Mrs Betty Welsh, is a very charming individual, quite efficient but at times jittery and panicky under pressure situations. Although I sensed a degree of personal animosity between the female staff and Mrs. Welsh, the working relationship was excellent. The L.A., Mr. Jay St. Mark, spent most of his time working on his doctoral dissertation and preparing lectures for his night course. I do not fault him entirely in that Mr. Mosher is not a political beast or legislative beast, depending heavily on his Committee staff for legislative assistance.

3. Personal Activities

My ~~Approved For Release 2003/04/29 : CIA-RDP84-00780R006800070001-2~~ This offered a fantastic vantage point to observe and participate in the daily life of a Congressman. Although discussed at the outset, I was

never asked to leave the office during phone conversations or meetings. The in-office meetings ranged from conversations with a family looking for their runaway daughter to a meeting with Mr. Clark McGregor, Advisor to President Nixon. Meetings with Agency heads such as Drs. Fletcher (NASA), Stevers (NSF), White (NOAA) and David (OST) were a common occurrence. I was encouraged and expected to participate in all of the in-office activities.

My legislative activities were focused on the NASA and NSF budget and authorization bills as well as the White House message on science and technology. Liason with the executive agencies, preparing questions and comments for Committee hearings, and preparing and editing floor speeches on pending legislation were routine activities. In addition to attending open Committee hearings, Mr. Mosher arranged ~~my~~ for my attendance at numerous closed executive meetings. I represented Mr. Mosher at numerous meetings of the House Task Force on Energy, the Republican Task Force on Ecology and Human Population, and the Congress and Science Symposia at the Brookings Institute. One of the highlights of my House assignment was a 3-day VIP trip to Florida for the Appolo 16 moon shot.

4. Conclusions

For my purposes e.g., executive-legislative interactions on science policy, the assignment was excellent in all respects. I highly recommend Mr. Mosher's office to Fellows interested in science, preferably during the first-half period (Jan-April). It is during this period that the steps from receiving the President's program through floor debate and passage of the major science bills are completed. I do not recommend this assignment to individuals interested in researching and writing legislation. The office could serve, however, as an excellent base of operations for someone not scientifically inclined but interested in observing Congressional operations from a vantage point only a Congressmanⁿ like Mr. Mosher can provide.

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August 14, 1973

MEMORANDUM

TO: Tom Mann
American Political Science Association

FROM:

SUBJECT: Second-Half Office Assignment with Congressman
Donald W. Riegle, Jr., of Flint, Michigan

I am a Foreign Affairs Fellow from the CIA. In my Senate assignment with Senator Bob Packwood I had deliberately sought someone who was not on the Foreign Relations Committee because I wanted a more widely varied experience. Having learned as much about boxcar shortages and other such esoteric subjects as I could stand, I wanted a House assignment with someone on the Foreign Affairs Committee. I also wanted to work for a Democrat, having been with a Republican in the Senate. Congressman Riegle fit both criteria--the latter, however, by only two months as he had changed his party affiliation in February.

Mr. Riegle is currently serving his fourth term in the House, and is one of its younger members at age 35. He represents Flint, Michigan, and surrounding Genesee County, a heavily industrialized, urban area. Flint is a major manufacturing center for General Motors, and

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the district abounds in all the problems associated with urban, industrial areas--again, a significant contrast from my Senate experience working on the more rural ills of the State of Oregon. The Congressman in many ways reflects his district--liberal, outspoken, heavily concerned with social problems. For such a junior Member, Mr. Riegle has already attracted considerable nation-wide attention. It seems highly probable that he will seek higher office fairly soon--a Senate race seems the most likely. The Congressman is less active legislatively than many. He participates frequently in Committee hearings and is a sharp questioner of witnesses; he does not, however, usually engage in the more mundane business of working out the precise language of bills nor does he usually participate with Committee members floor-managing bills in the House.

The Washington office is a small and quite smoothly-functioning operation. The Congressman relies heavily on his two Administrative Assistants--in effect, troika leadership. Mr. Carl Blake is responsible for the Washington office and most of the day to day legislative and committee business. Mr. Dave Brunell handles political matters and is more concerned with the functioning of the district office in Flint. Mr. James Sharp runs the Flint office, which performs almost exclusively casework and constituent service duties. All three of these

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men are a joy to work with--good humored, able, and very bright. The Congressman also has two Legislative Assistants, Mrs. Cindy Kelly and Miss Martha Kenerson. Both are most pleasant, knowledgeable, and very hard-working. The Congressman's personal secretary, Mrs. Judy Freshman, is a delight and proved to be very helpful on a number of occasions.

The physical arrangements for a Fellow are excellent. I have shared an office with Messrs. Blake and Brunell and been included in virtually all of their dealings with the Congressman, lobbyists, local politicians, and anyone else of interest. The atmosphere of the office is very open and friendly, and access to the Congressman is complete.

It is difficult to comment on Mr. Riegle's relationship with other Members because it is clearly in a state of flux as a result of his recent party switch. He is obviously far more at home in the liberal wing of the Democratic Party than he was as a member of the very small group of liberal House Republicans. He appears to have close working relationships with a number of the younger, more liberal members, but I would suspect that many of the older House members are more than a little annoyed with his temerity in publishing a book as frankly critical as O Congress. Other than from Wayne Hayes of Ohio, who has referred to our hapless hero

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as "potato-head" (the office has called him Spud ever since), there is little visible hostility toward Mr. Riegle. He was apparently a hard-working and respected member of the Appropriations Committee as a Republican. He is less than enchanted with the Foreign Affairs Committee, however, and has not been as active as many of its members. His handling of witnesses before the Committee has on several occasions been commended by his colleagues, and he certainly has the potential to be an effective and respected Committee member. (As a frequent observer of the Committee in action, I can understand in part why Mr. Riegle is impatient with its leadership and its rather aimless and ill-organized schedule.)

I have been fortunate in my assignments within the office. I have worked largely on Committee business--preparing testimony, background papers, arranging for briefings, preparing questions, attending hearings with the Congressman, and working with Committee staff members. It has been a rewarding and instructive--and occasionally frustrating--experience. I was also fortunate to be able to travel to Flint with Mr. Riegle in early May for hearings in the district on the impact of the FY 74 budget and the revenue sharing program. I was able to work with the witnesses, and I participated in preparing summaries of their testimony and in drafting a statement for Mr. Riegle to submit to the Record with the summaries. Because this was an area in which I had little previous

experience, I found it extremely interesting--it very clearly brought home to me the magnitude of the problems faced by many people in the inner cities--the black, aged, poor, sick, homeless, educationally disadvantaged.

I also did research for a speech Mr. Riegle gave on the United Nations. I did not participate in any outside research or other activities outside the office--other than social occasions.

I would definitely recommend this office to future Fellows. The office has had a number of Fellows, and all hands clearly make an effort to see that we are well-treated. It would probably be a happier experience for a person who thrives in a busy, bustling, and often noisy, atmosphere. While not a cloistered sanctuary, Mr. Riegle's office is a lot of fun.

12 April 1973

MEMORANDUM

TO : Tom Mann (American Political Science Association)

FROM :

SUBJECT : First Half Assignment: Senator Bob Packwood

I am a Foreign Affairs Fellow, from the CIA, with 10 years of experience working on Latin America and the Far East--principally I am also a born and bred Westerner. For my first assignment I wanted two things: someone whose principal committee assignments and interests were not in foreign affairs and someone from the west. Senator Packwood filled the bill.

Senator Packwood is in the fifth year of his first term. When he came to Congress he was the youngest Senator, 36 at the time. He is casual, friendly, and open with his staff and his constituents. He tends to focus mainly on issues of interest to Oregonians--not a bad idea for a first term senator. His committee assignments are on Finance and Banking, Housing, and Urban Affairs. He has used both as a vehicle for legislative proposals affecting Oregon forest products. He had earlier used his committee assignment on Labor and Public Welfare to push proposals for anti-strike legislation in the transportation industry and various proposals to slow population growth. These no longer have much priority in the office and I think Packwood will tend to

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focus increasingly on the Finance Committee assignments. Oregonians generally aren't wildly liberal (a classic understatement), but they continue to elect fairly liberal Members of Congress. Packwood isn't afraid of being out ahead of his constituents, but he is and will probably remain in the moderately liberal Republican mold (whatever that is). He has been a leading voice in urging Congressional reform and is almost sure to continue his efforts in that regard.

The Senator relies heavily on several principal staff members. Carol Crawford and Ed Kemp are the two senior Legislative Assistants, both competent and hard working. Carol handles some of the Finance as well as bills from the Labor and Public Welfare assignment. Ed deals with Finance--particularly tax reform and bills affecting forest products. The AA, Alan Holmer, is very young (24) and will be leaving in about a year to get a law degree. He's pleasant and able and more than willing to share his legislative responsibilities with a Fellow. Lamar Crosby is the Senator's press man and Exec. Asst. He will probably be heavily involved in the coming campaign. He has little contact with legislative matters. Cathy Wagner, the Senator's Secretary, is outstanding and extremely helpful.

The physical set up in the office is better than most. A Fellow shares an office with Carol Crawford, Lamar Crosby and his asst., Lane Pickard. The office is next door to the Senator's, but not connected. Packwood rambles around a good bit, however, and there is no lack of personal contact. All standard accommodations are

provided--desk, phone, typewriter, and typing services when needed.

My work in the office has dealt largely with legislative responsibilities on Commerce and Judiciary committees. I have handled several bills that affect Oregon, written a variety of speeches and remarks for the Record, done some constituent mail, and done a lot of leg work and personal contact with Oregonians interested in specific pieces of legislation. To be fair, it is not the office's fault that I don't really like boxcar bills and fishnetting legislation. I asked for that type of assignment and am glad I tried my hand at it. I am scurrying back to Foreign Affairs in the House, however.

I can gladly recommend the office to future Fellows. I suspect it would be best for someone either in environmental work or with an interest in finance, taxes, or accounting. The Senator is hard-working and receptive to new ideas and any Fellow in the office would have easy access to him so far as suggesting and pursuing legislative programs. Moreover, it is a cheerful and friendly working environment and a Fellow is made to feel a full-fledged and welcome part of the staff. I particularly commend taking a trip to Oregon with the Senator and his staff. My trip was a great experience and really helped me to get a better perspective on the man and the pressures under which he must operate.

DTR-9123

10 October 1973

MEMORANDUM FOR: Future APSA Congressional Fellows

SUBJECT: Service in the Office of Representative
Jerome R. Waldie (D-California)

1. My experience in the Waldie Office was outstanding. I recommend it to you now only if you are interested in somehow supporting the Congressman's candidacy for Governor of California. He will not return to Congress after this term. This qualification does not mean that your only field of endeavor would be campaign activity, but much of the staff work which you would be asked to do would be directly related to the campaign. You might write press releases, do legislative work, or support the staff of Waldie's Subcommittee on Retirement and Employee Benefits (Post Office and Civil Service). All activities will have campaign impact.

2. I encountered no difficulty in becoming a "regular" staff member. Don Terry, the young and very capable counsel to the Subcommittee also acts as Waldie's chief staff assistant. He was quite willing to give me real work to do. He is busy enough that if you show any interest and initiative, you will find one project after another coming your way. While I was in the office, I organized three days of hearings on military base closures and their impact upon civilian personnel, and I was principal staff person assigned in an effort to stop the President from reorganizing the drug enforcement apparatus of the government without resort to the legislative process. (This involved contact with other members of Congress, with unions, the organization of floor debate, etc. We lost!) I wrote a bill called the Executive Lobbying Act, and wrote Record remarks and press releases for a package of eight environmental bills which Waldie introduced. All along the way, there were many additional projects.

3. One of the best things about the office was being able to watch Waldie himself in operation--either in hearings, on the floor, or in general conversation. He is an extremely articulate and appealing man--Senator Adlai Stevenson III once told Waldie that some testimony which Waldie had given about the problems of migrant workers was the best example of extemporaneous speaking which he had heard other than from his own father. Waldie speaks clear English, goes right to the heart of an issue, and backs up all of his thinking with a well-developed philosophy of government. He is "walking" the state of California as part of his campaign to gain recognition for his candidacy (primary in June 1974; four other Democrats now in the race). His ability to reach out to people has been unusually strong.

4. Waldie came to the Congress to fill the unexpired term of a Republican member who had died. In less than eight years, his popularity in his district had risen to the point that when he last ran for the seat--having already announced that he would not run again in 1974--he won more than 75 percent of the votes. As a freshman member of the House, he tried to play the game of "sit and wait your turn". He became disenchanted with the power structure of the House, however, and was a prime leader in the first serious challenge to the method of choosing the Speaker (then Mc Cormack). He is respected by his colleagues as a solid liberal rather than a flighty radical. Members seek his advice on the floor of the House.

5. Probably the most troublesome aspect of the office was the staff management. Waldie's Executive Secretary/Office Manager was quite competent in her field. She had worked around the Hill for years and worked for Waldie's Republican predecessor. She was generally conservative in her attitudes about how the staff should perform and never really adjusted to the fact that the staff should respond to the whims and pressures of a campaign. Her concept of loyalty to Waldie and to the Congressional institution negatively affected the flexibility of the office. Unfortunately, while I was in the office, Waldie did not deal with this problem directly, and clerical and semi-professional staff turnover was heavy just as I finished the Fellowship. I understand that he may finally have come to grips with the problem and that things are running more smoothly. I personally never had any staff relations problem, but was aware of several which formed because of the one personality.

6. One of the best experiences during my time in the office was a trip I made to see Waldie in action in California. I met with members of his district staff and his northern California campaign organization, and was able to sit in on some of the early organizing meetings for his walk and his general southern California campaign. His ability to energize supporters is strong. As in any campaign, however, his ability to mediate between campaign staff personality conflicts will be tested. He dislikes that part of his work--as manifested by the way in which the staff problem of the Washington office was allowed to drag on. Any reluctance to attend, from time to time, to the details of the campaign organization itself could have a detrimental effect upon his fortunes in the June primary.

7. As with any campaign these days, Waldie's biggest problem is to raise enough money to sustain his effort. He has been out of state politics for nearly ten years, and as a consequence he is the least well-known of the candidates. In some respects he may also turn out to be more controversial than the others because he usually says what he thinks about problems. He will need at least \$500K going into the primary, and perhaps \$1-1 1/2 M for the general election and any runoff primary. He is trying to raise his money in ways which give donors the least influence. He has been a Congressional leader in the field of financial disclosure, going beyond what the law or normal ethics prescribe. He believes that his only obstacle to the governorship is money.

8. In short, I can wholeheartedly recommend this office to anyone who is adaptable. I especially commend it to anyone with a background in California politics or fund raising--from here on, the Congressional part of the job will decline in importance for Waldie. That might leave many legislative tasks for you to do as a Fellow, but working in that area alone would minimize your experience in the office.



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